

LAYOFF MANUAL

<i>MAJOR AREA</i>	<i>SECTION NUMBER</i>
MEASURES TO MITIGATE STAFFING REDUCTIONS	200

The following are examples of measures departments may use to mitigate staffing reductions.

HIRING FREEZE

An appointing power may initiate a hiring freeze in the area of layoff and in other areas where vacancies might assist in easing the impact of staffing reductions in the area of layoff. A hiring freeze may be utilized to create vacancies to which employees may be transferred or demoted (either voluntarily or involuntarily) in order to avoid a layoff. This approach is very effective in classes where turnover occurs.

Some departments have combined hiring freezes with the creation of Departmental Restriction of Appointments (DROA) processes, where hiring supervisors and managers with positions outside the areas of layoff are directed to make appointments of surplus employees from within their departments. The mechanics of the DROA may vary from requiring that priority consideration be given to surplus employees to assigning specific surplus employees to be appointed to specific positions, with no option.

REDUCTION OF INTERMITTENT AND NON-PERMANENT WORK FORCE

Departments may cut intermittent hours, terminate contract employees, or terminate temporary appointments such as limited-term appointments. These measures may generate considerable savings if a department has a large temporary work force. Some bargaining unit agreements include language regarding the intermittent work force. Departments should refer to the appropriate agreement prior to using this alternative.

REDUCED WORK TIME

Government Code 19996.19 provides for voluntary reduced work time. A voluntary reduced work time means employment of less than 40 hours per workweek. Reduced work-time benefits both the employer and employees, by increasing flexibility. It offers management more flexibility in meeting work requirements and filling shortages in various occupations. It provides needed alternatives for employees who require or prefer shorter hours; thus, increasing jobs available to reduce unemployment while retaining skills of individuals who have training and experience.

The appointing power may survey employees to determine if any are interested in reducing their time base, thereby achieving salary savings. (GC Sections 19996.19 - 19996.29)

JOB SHARING

Provides for a shorter workweek and reduced pay as an alternative to layoff, keeping workers connected to their jobs and enabling employers to retain workers in which they have an investment.

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The appointing power could survey employees to determine if any are interested in reducing their time base and sharing full-time positions. The most common technique is for two employees to share one position by each working half time. Each employee will receive prorated benefits and the salary of one position will be saved. (GC Sections 19996.19 - 19996.29)

RETIREMENT

Surplus employees or others may elect to retire, thereby eliminating some or all of the overstaffing. If an employee has been noticed that he/she will be laid off, the employee may elect to retire in lieu of layoff. If this occurs, the appointing power may request that the employee's name be placed on appropriate reemployment lists.

EARLY RETIREMENT

If the situation is serious enough, the Governor may implement an Early Retirement Program which grants two additional years of service credit to employees vested in the retirement system. The additional credit may convince employees, who would otherwise not retire, to do so. (GC Sections 20816)

Departments that feel that an Early Retirement Program is fiscally viable and would alleviate their overstaffing may request that the Department of Finance approve their participation in an Early Retirement Program. Such departments must first be able to demonstrate to the Department of Finance that they can afford the program and that it will alleviate the overstaffing problem.

PARTIAL SERVICE RETIREMENT

Allows an employee the opportunity to reduce his/her work time and ease into retirement. Employees vested in the retirement system may, with approval of the appointing power, reduce their full-time employment by 20 to 60 percent and accept the corresponding portions of their retirement benefits. (GC Sections 19996.30 - 19996.40)

Partial retired employees are considered "active" with a reduced time base. Employees are given an opportunity to cut back their work hours without seriously reducing their income. In addition, employees who participate in the program are guaranteed full health, dental, and vision care benefits. Seniority for retirement and other leave benefits are pro rated based on the employee's "active" time base.

PLACEMENT WITH OTHER STATE, GOVERNMENT, OR PRIVATE EMPLOYERS

The appointing power should gather various job announcements and make them available to surplus employees. Announcements are made on the vacancy data base system (VPOS), and should be made available to surplus employees. An active department could function as a personnel placement office

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for surplus employees. Specific employees could be routed job announcements for specific positions for which they qualify.

SUPPLEMENTAL TIME OFF

Full-time civil service employees may request supplemental time off during a term not to exceed 12 consecutive monthly pay periods in exchange for a commensurate reduction in pay.

VOLUNTARY PERSONAL LEAVE

This program allows an employee to voluntarily participate in the Personal Leave Program. The program allows full-time Bargaining Units 19 and 21, and excluded employees the opportunity to continue working their assigned work schedule and receive a pay reduction equal to one or two days (8.0 hours for each day) for each monthly pay period. Employees subject to the Personal Leave Program shall be credited with eight (8) hours of personal leave for each day of dock on the first day of the following monthly pay period for each month in the program.

LEAVE OF ABSENCE

Government Code Section 19991.1 provides for an unpaid leave of absence. The appointing power may grant a leave of absence without pay, to any employee under his or her jurisdiction for a period not exceeding one year. An extension to an unpaid leave of absence may be granted by the appointing power with the approval of the Department of Personnel Administration (DPA).

DEPARTMENTAL RESTRICTION OF APPOINTMENTS (DROA)

This process requires hiring supervisors and managers with positions outside the area of layoff to make appointments of surplus employees from within their own departments. The mechanics of the DROA may vary from requiring that priority consideration be given to surplus employees to actually requiring specific surplus employees be appointed.

STATE RESTRICTION OF APPOINTMENTS (SROA)

DPA is authorized by GC Section 19998.1 to temporarily restrict the methods of appointment that are available to appointing powers, in order to assist surplus employees in finding jobs. Appointing

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powers must request that DPA approve their participation in the SROA Program. This is normally accomplished after DPA's approval of the department's layoff plan. The following are several key points:

- Three names per position to be abolished may normally be placed on a SROA list. The purpose of limiting the names is to restrict list placement to those employees who are least senior, whose jobs are in jeopardy, and who will seriously seek new employment.
- A surplus employee may express interest in a position in any class to which he/she is eligible to be appointed and be treated the same as though he/she were on the SROA list for that class.
- Placement on a SROA list is for 120 days, and, under special circumstances, a 120-day extension may be granted. A surplus employee who is in a department-specific class may be placed on the SROA list for a servicewide class. If an employee on a SROA list does not respond to a written or telephone contact, does not appear for an interview, or does not report to a job he/she has accepted, his/her name should be removed from the SROA list by the potential hiring department.

The State Restriction Policy and Procedures (SROA) Manual describes the SROA Program in detail. An electronic copy of the manual is available on the Department of Personnel Administration's (DPA) Web Page.